



THE MULVANEY GROUP



COURAGEOUS CONVERSATIONS

The Mulvaney Group, Inc.

To fix the unfixable. When you're worried that a lawsuit is just around the corner or you are looking at a discrimination complaint. When you need an OD intervention to solve the behavioral issues quickly, effectively and efficiently.

Tim Mulvaney's experience has shown to reduce employee attrition (by 50% for one client), to increase revenues (25% for another), and to reduce turnover costs (\$500,000 for one retained executive).

Some clients include:

- Altria Corporate Services
- AXA-Equitable
- Best Buy Company
- Blue Cross Blue Shield of Minnesota
- Brookdale University Hospital and Medical Center
- Cambridge University Press
- Carat USA
- Cargill
- Citigroup
- Collegiate Church Corporation
- Columbia University
- Consumers Union, publisher of Consumer Reports
- International Truck and Engine Corporation
- Medtronic, Inc.
- Methodist Hospital
- Prudential Financial Services
- RBC Dain Rauscher
- Standard Americas
- United Auto Workers – GM
- United States Tennis Association
- Volunteers of America
- Weight Watchers International



COURAGEOUS CONVERSATIONS

“Let’s create our own”

March 24, 2010

Courageous Conversations to fix the unfixable

March 24, 2010 Coffee Conversations Lessons Learned

Topic: Jane wants to help the department to communicate better with the rest of the organization. Her manager, Joel, is not really sure how it would work or even why they would do it. Jane approaches Joel in his office to see about making some short informational videos and setting up a blog to share with the rest of the organization.

- **Start positive**

- Jane began the conversation with some negative feedback about the department. Feedback that Joel had never heard before. This made him very upset. The rest of the conversation was focused on who said what. There is an actual company-wide initiative, championed by the Executive Director, for the departments to share more information with each other. So rather than, “this is what I heard,” start with “here’s how this can help.”

- **Be willing to restart**

- Just about the only way this conversation was going to get back on track is for Jane to say, “Sorry. I started this conversation wrong, let’s try again.” Then she could go back to our first less - Start Positive - and begin there.

- **Be curious about the other’s point of view**

- A few times Jane said, “I don’t understand why you are so upset?” “This is no big deal.” But it is a big deal to Joel. He’s hearing info that makes his department look differently than he thinks it looks, or wants it to look. Treat his reaction as true.

- **Ask questions**

- About where the conversation went wrong. What he would like to see happen. Why is this so upsetting. Be willing to probe your partner’s reaction and responses rather than continually making statements that are either dismissive of his reaction or are just to “make your case.”